

RESOLUTION NO. 12-03-16

A RESOLUTION OF THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA ADOPTING THE LAKE PARK HARBOR MARINA MARKET STUDY AND BUSINESS PLAN; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Town of Lake Park, Florida (hereinafter “Town”) is a municipal corporation of the State of Florida with such power and authority as has been conferred upon it by the Florida Constitution and Chapter 166, Florida Statutes; and

WHEREAS, staff has prepared the Lake Park Harbor Marina Market Study and Business Plan (“Business Plan”) the purpose of which is to provide direction for the Town of Lake Park to develop a sustainable and profitable marine facility which will serve the boating public and provide the Town of Lake Park and its residents with a consistent financial contribution; and

WHEREAS, such Business Plan contains the following recommendations:

1. that the method for billing and recapturing electric fees be added to the existing flat rate utility fee - a change from the current metered rates, the flat utility rate is to be increased by \$40.00 per month for boats under 45 feet and increased by \$80 per month for 45 foot and longer boats;
2. that current dockage rates at the Lake Park Harbor Marina be increased only for winter month-to-month rentals for commercial vessels from \$20.00 per foot to \$24.00 per foot;
3. that the daily launch fees at the Lake Park Harbor Marina be revised to provide for an annual launch fee in the amount of \$150.00 per year; and

WHEREAS, the Town Commission of the Town of Lake Park has reviewed the provisions of the Business Plan and has determined that it is in the best interest of the Town to adopt the Business Plan, including the recommended fee structure, in its entirety.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COMMISSION OF THE TOWN OF LAKE PARK, FLORIDA AS FOLLOWS:

Section 1. The whereas clauses are true and correct and are incorporated herein.

Section 2. The Town Commission hereby adopts the Lake Park Harbor Marina Market Study and Business Plan, a copy of which is attached hereto and incorporated herein as **Exhibit A.**

Section 3. This Resolution shall become effective immediately upon adoption.

The foregoing Resolution was offered by Vice-Mayor Glas-Castro who moved its adoption. The motion was seconded by Commissioner Rapoza and upon being put to a roll call vote, the vote was as follows:

| | AYE | NAY |
|-------------------------------------|----------|----------|
| MAYOR JAMES DUBOIS | <u>✓</u> | ___ |
| VICE-MAYOR KIMBERLY GLAS-CASTRO | <u>✓</u> | ___ |
| COMMISSIONER ERIN FLAHERTY | <u>✓</u> | ___ |
| COMMISSIONER <u>Kathleen Rapoza</u> | <u>✓</u> | ___ |
| COMMISSIONER MICHAEL O'ROURKE | ___ | <u>✓</u> |

The Town Commission thereupon declared the foregoing Resolution NO. 12-03-16 duly passed and adopted this 21 day of March, 2016.

TOWN OF LAKE PARK, FLORIDA

BY: 
JAMES DUBOIS
MAYOR

ATTEST:


VIVIAN MENDEZ
TOWN CLERK

TOWN OF LAKE PARK
(TOWN SEAL)

FLORIDA

Approved as to form and legal sufficiency:


BY: 
THOMAS J. BAIRD
TOWN ATTORNEY

EXHIBIT A

2016

*Lake Park Harbor Marina Market
Study and Business Plan*



Jonathan Luscomb

Marina Director

1/26/2016

Introduction

The redeveloped Lake Park Harbor Marina officially opened for business in the spring of 2006 at a time when demand for dock space was very high. Soon after, the bottom fell out of the recreational marine industry. This was due to extremely rapid increases in fuel prices beginning in 2007 and was followed by the Great Recession in 2008. Subsequent years continued to be a challenge to the entire marine industry and boating in general. Boat sales plunged, demand for dock space dropped, fuel prices soared and the competition to fill empty dock space sharply increased placing downward pressure on area rates. Even as the price of fuel fell and economic conditions improved area marina occupancy levels, Lake Park Marina still lagged behind the market in its ability to attract and retain customers.

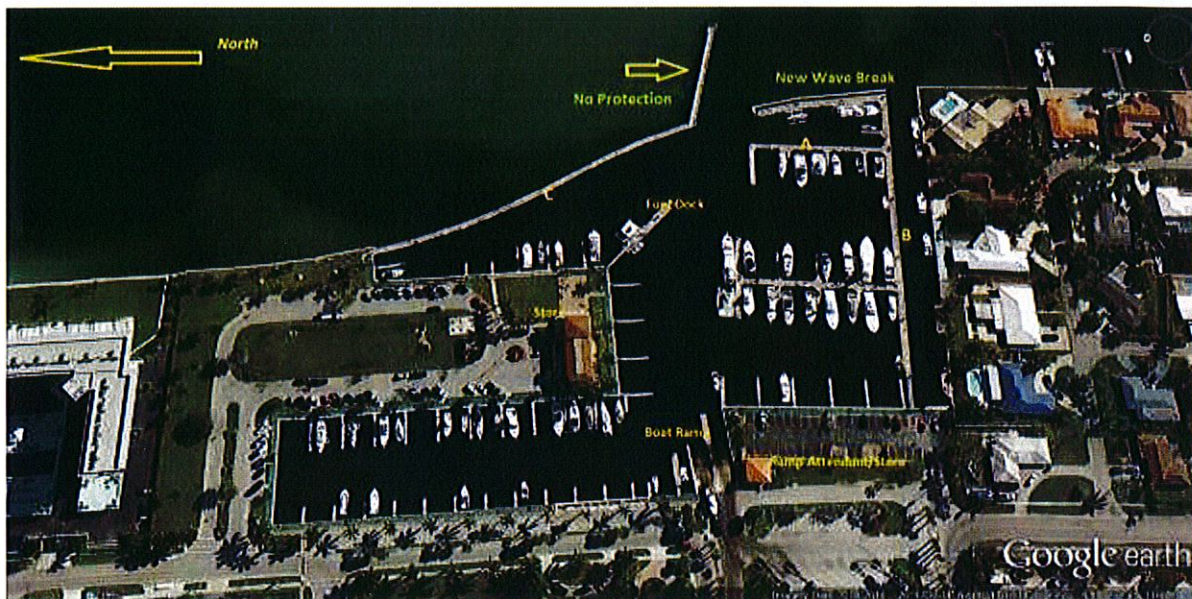
This plan is meant to provide a direction for Lake Park to develop a sustainable and profitable marine facility which will serve the boating public and provide the Town of Lake Park and its residents a consistent financial contribution. The plan is divided into three sections:

1. Site and Operational Assessment: Examines existing facility condition, layout, and operations.
2. Market Analysis: Compares area competition and assess Lake Park Harbor's position in the market based on the findings.
3. Recommendations: Creates a vision and plots a path to stabilize and maximize Lake Park Harbor's revenue potential by developing ways to adapt to market conditions and competition and successfully differentiate itself from other marine facilities in the market.

Site and operational Assessment

Lake Park Harbor Marina consists of 108 useable dock spaces ranging in size from 30' to 60'. 77 slips are fixed docks with concrete finger piers and the remainder are concrete floating docks. There are areas of the marina which can accommodate vessels larger than 60' because they are a linear-side-tie system on the floating docks (A). See **Photo 1**.

Photo 1



The marina schematic shows small linear slips on the south side of the main floating dock (B) and ten linear slips on the inside of the seawall located on the north side of the marina entrance (C). This wall also functions as access to a public fishing pier at the marina's entrance. These two areas are limited for frequent use. In the case of the south side of the floating docks, the potential for blocking the southern neighbors' access in and out of a narrow shared canal exists. Use of the northern seawall also has the potential to block ingress and egress of existing marina tenants which occupy traditional slips across the fairway.

While the marina has two seawalls which provide for some wave attenuation, the marina basin, fuel dock and launch ramp are highly susceptible to unwanted wave action from vessel wakes and moderate winds. The public fishing pier attached to the northern seawall is open underneath and does not provide any wave break. Wind and boat wakes from the northeast to southeast push wave action directly into the entrance of the marina basin. The waves ricochet throughout the basin and in some cases rigorously rock marina tenants and ramp users creating an uncomfortable and potentially unsafe condition.

For marina tenants wishing to buy fuel on the way out or on the way in to their slip, the centrally located floating fuel dock is convenient. The fuel dock is however inconvenient for passersby. The marina entrance is ¼ mile west of the Intracoastal Waterway and does not offer a quick in and out experience. Once on the fuel dock, there is easy access to and from the Marine store. The Marine store currently has old inventory, some convenience items, a drink cooler, and an abundance of business cards and brochures.

The launch area has of two ramps, two courtesy slips, a floating staging dock and truck/trailer parking spaces consisting of:

- 21 spaces along Federal Hwy for up to 55' truck and trailer rigs
- 50 spaces for 30' to 45' truck and trailer rigs

The ramps are well maintained, have a gentle slope and extend far into the water which allow for easy launching and retrieving for a wide range of boat sizes.

The ramp building currently provides public restrooms and a small space for a ramp/store attendant. The interior space has not been utilized for some time. It contains a small tackle inventory and a working bait freezer with inventory. The ramp at one time was staffed. Truck and trailer parking is free and ramp fees are \$10.00 per launch. The ramp is unusual in that it offers unlimited overnight parking at a fee of \$25.00 per night. All ramp fees are collected by the honor system and overnight fees are usually collected by staff in the ship's store. There are box storage trailers and boat trailers on the site which have not been charged any fees. The owners of them are current tenants in the marina.

Lake Park Harbor has six primary sources of revenue. The chart below shows a six year average of each source as a percentage of total revenue. Utilities and electric fees have been blended here. Four of the sources have a cost of goods sold component. Wet slip fees and Ramp fees do not.

| | Average % of Total Revenue | Average Cost of Goods Sold % | Net income Contribution % |
|----------------------------|-------------------------------|---------------------------------|------------------------------|
| Wet Slips | 47% | 0% | 100% |
| Fuel | 32% | 77% | 23% |
| Ramps | 4% | 0% | 100% |
| Utilities/Electric* | 3% | 255% | -155% |
| Merchandise | 1% | 62% | 38% |

**does not include trash pickup*

It is clear not all electric and utility costs are directly attributed to vessel occupancy, but the costs are mitigated by charging fees.

In F/Y 2012 occupancy rates at Lake Park Harbor dropped from 42% in October 2011 to 28% in September 2012. The Town Commission followed staff's recommendation to lower dockage rates to better compete in a difficult period aiming to increase occupancy rates. The strategy was a success. Monthly occupancy rates steadily increased for the next two years reaching and leveling off at 67% by the end of F/Y 2014. The Town again dropped rates for specific "hard-to-fill" smaller slips in August 2014 utilizing the same strategy as before and again it was successful. The marina for the first quarter of F/Y 2016 is ranging in the upper 90% to 100% range. Actual monthly marina occupancy rates from May 2011 to December 2015 are shown below.

| | FY/2011 | FY/2012 | FY/2013 | FY/2014 | FY/2015 | FY/2016 |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| <i>Oct</i> | | 42 | 27 | 47 | 68 | 92 |
| <i>Nov</i> | | 44 | 32 | 49 | 72 | 98 |
| <i>Dec</i> | | 47 | 38 | 52 | 75 | 101 |
| <i>Jan</i> | | 47 | 35 | 53 | 86 | |
| <i>Feb</i> | | 45 | 37 | 58 | 90 | |
| <i>Mar</i> | | 44 | 37 | 60 | 91 | |
| <i>Apr</i> | | 45 | 42 | 57 | 93 | |
| <i>May</i> | 54 | 37 | 44 | 60 | 97 | |
| <i>Jun</i> | 52 | 32 | 42 | 62 | 93 | |
| <i>Jul</i> | 48 | 31 | 46 | 63 | 91 | |
| <i>Aug</i> | 45 | 31 | 43 | 61 | 93 | |
| <i>Sep</i> | 39 | 28 | 43 | 67 | 95 | |
| Annualized Occ. % | 48 | 39 | 39 | 57 | 87 | 97 |
| Total Slips Occupied | 52 | 42 | 42 | 62 | 94 | 105 |

With a closer look at the current occupancy breakdown, estimated annual tenants are 94 percent of the total. While that is an excellent ratio, the receipts may be below what would be expected due to the ease of entering into and terminating an annual contract without consequence before its expiration date.

There are eight tenants in the marina which have a Lake Park Zip Code. Of those, two are actual town residents.

The following table shows all fees collected directly related to occupancy and how the increase in occupancy affected revenues and the average rate collected per vessel. The figures are end of year actuals. Despite increased occupancy, and increases in wet slip and utility revenues, electric receipts steadily fell in all of the years shown.

| | FY/2010 | FY/2011 | FY/2012 | FY/2013 | FY/2014 | FY/2015 |
|----------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| Ann Occ % | Not Avail. | 48 | 39 | 39 | 57 | 87 |
| Wet Slips | \$ 627,985.00 | \$ 593,873.00 | \$ 478,392.00 | \$ 394,884.00 | \$ 541,458.00 | \$ 718,823.00 |
| Utility | \$ 15,400.00 | \$ 18,773.00 | \$ 13,770.00 | \$ 14,700.00 | \$ 18,788.00 | \$ 28,888.00 |
| Electric | \$ 20,736.00 | \$ 16,682.00 | \$ 11,852.00 | \$ 11,278.00 | \$ 10,555.00 | \$ 9,603.00 |
| | \$ 664,121.00 | \$ 629,328.00 | \$ 504,014.00 | \$ 420,862.00 | \$ 570,801.00 | \$ 757,314.00 |
| Av Annul Fees/boat | | | \$ 11,966.14 | \$ 9,991.98 | \$ 9,272.27 | \$ 8,059.96 |
| Av Monthly Rate/boat | | | \$ 997.18 | \$ 832.66 | \$ 772.69 | \$ 671.66 |

Dockage and utilities are at a flat rate and billed monthly. Electric is metered and billed based on kilowatt hour usage. Over the years electric meters failed and have not been repaired. Electric fees have not been charged to any tenant occupying any of those slips with non-functioning meters. Electric fees have been charged on a flat rate basis to the occasional daily transient tenant in accordance with the marina's rate card. It is estimated that 59 meters are not working properly. Repair costs range from \$200 to \$425 each and once repaired, remain an ongoing maintenance item.

Overall the entire facility is in good condition with some deferred maintenance issues. They are currently being investigated and addressed.

Market Analysis:

This market analysis focuses on an area 13 miles long including the Bluffs Marina in Jupiter to the Palm Beach Town Docks. Research is based on number of slips, slip mix, marina amenities, dockage rates, location and inlet proximity. Research tools used consisted of internet, email, telephone and site visits. Observed occupancies of all marinas visited were very high ranging from mid-80% to upper 90% range.

In the chosen market area, there are 11 commercial (three municipally owned) marinas with similar slip mixes as Lake Park Harbor: 30' to 60'. Totalling each marina's advertised slip count, there are 1365 slips ranging in size from 30' to 262'. Using Google Earth to measure slip sizes, an estimated 1183 or 87% of the total slip inventory match the slip mix of Lake Park Harbor. See attached Exhibit 1.

Slip measurements were confirmed during site visits. The Table below shows the advertised slip counts of each marina in the market area.

| <u>Marina</u> | <u>Slip Count</u> |
|---------------------------------|-------------------|
| The Bluffs Marina | 102 |
| Loggerhead – Palm Beach Gardens | 130 |
| PGA/Soverel Harbor | 168 |
| *North Palm Beach Marina | 107 |
| *Old Port Cove Marina | 200 |
| Lake Park Harbor | 108 |
| *Riviera Beach Marina | 137 |
| Sailfish Marina | 94 |
| *Cannonsport Marina | 54 |
| *Palm Harbor Marina | 200 |
| Palm Beach Town Docks | 87 |

* Redeveloped since 2006

This table shows the market share Lake Park Marina has of slip sizes from 30' to 60'.

| <u>Slip Size</u> | <u>30'</u> | <u>40'</u> | <u>45'</u> | <u>50'</u> | <u>60'</u> |
|---------------------|------------|------------|------------|------------|------------|
| Market Share | 35% | 20% | 6% | 3% | 10% |

In terms of area slip inventory, Lake Park has highest percentage of 30' slips and the second highest of 40' slips in the market. During the recession and after the redevelopment of Lake Park Harbor, five marinas (*see table above) included in this study have redeveloped and expanded their slip inventories. Each followed market trends toward larger boats, floating dock systems, adding amenities and left behind smaller slip offerings. Ironically, the smaller slips at Lake Park have proven to be a challenge to fill.

Dry storage marinas have also followed market trends toward larger outboard powered boats by investing in larger lifts, retrofitting existing storage facilities and expanding the capabilities of new storage facilities. Area examples are: New Port Cove, Loggerhead Riviera Beach and PGA Marina. Storing a 30' to 40' boat in a rack is not unusual now. Boat ramps are also following this trend by reconfiguring trailer parking spaces, redesigning existing launch ramp capacities and building new ramps which can accommodate the larger truck and trailer rigs needed to transport and launch larger boats. For example Phil Foster Park and Jim Berry Light Harbor Park. Seeing a 35ft boat on the road is now considered commonplace. It's reasonable to say competition for boats in the 30' to 40' range include trailers and dry storage marinas.

Amenities:

The table below shows all of the advertised amenities on each marinas web site and rate card. In reviewing this table, one can see that Lake Park offers basic “bare bone” amenities - shown in the shaded area.

| | Fuel - Dock/inslip | Pumpout D,I | Heads/Showers | Free Wi-Fi | Laundry | Security R,G | Ship's Store | Phone/CATV | Clean Marina | Fixed Docks | Floating Docks | Protected Harbor | Onsite Rest. | Bus. Ctr./Capt. Lounge | Fitness | Concierge | Pool | Picnic/Grills | Liveboard | Dist. To P.B. Inlet |
|------------------------------|--------------------|-------------|---------------|------------|---------|--------------|--------------|------------|--------------|-------------|----------------|------------------|--------------|------------------------|---------|-----------|------|---------------|-----------|---------------------|
| Lake Park Harbor | D | D | Y | Y | Y | R | Y | N | Y | Y | Y | SEMI | N | N | N | N | N | N | N | 1.7 |
| The Bluffs | D,I | D | Y | Y | N | R | N | Y | N | Y | | Y | N | N | N | | N | N | Y | 7.5 |
| Loggerhead - PB | D | D | Y | Y | Y | G | Y | Y | Y | Y | | Y | N | C,B | N | Y | N | N | | 7.5 |
| PGA Marina/ Sovereign | D | D | Y | Y | Y | R,G | Y | Y | Y | Y | Y | Y | Y | N | N | | N | N | | 5 |
| North Palm Beach | D | D,I | Y | Y | Y | R | Y | Y | Y | N | Y | Y | N | N | N | Y | S | N | Y | 4 |
| Old Port Cove | D | D,I | Y | Y | Y | R,G | Y | Y | Y | N | Y | N | Y | C,B | Y | Y | S | N | Y | 4.1 |
| Riviera Beach | D | D,I | Y | Y | Y | R | | Y | N | Y | Y | N | Y | C | N | | N | N | Y | 1 |
| Cannon Sport | D,I | D,I | Y | Y | Y | | Y | Y | Y | Y | N | N | N | N | Y | | Y | Y | | 0.7 |
| Sailfish | D,I | N | Y | Y | Y | | Y | Y | Y | Y | N | N | Y | C | N | | Y | N | Y | 0.5 |
| Palm Harbor | D | D,I | Y | Y | Y | R,G | Y | Y | N | N | Y | N | Y | C,B | Y | | N | Y | Y | 3.9 |
| P.B. Town Docks | N | D,I | Y | Y | N | R,G | N | Y | Y | Y | N | N | N | N | N | | N | N | Y | 4.7 |

Whether perceived or actual, amenities add value. The recently redeveloped marinas discussed above believe this and have added amenities beyond the “bare bone” to include fitness centers, lounges, business centers, pools and epicurean centers. These marinas are in the upper tier of area rates. When comparing Palm Harbor Marina and the Palm Beach Town Docks’ amenity packages, one can see they could not be more different, yet even without amenities Palm Beach is at the top of area rates. Location coupled with surrounding activities help create demand at these facilities and support these two marina’s rates. When looking at non-highlighted listings there are three which can be added to Lake Park’s listing and advertised with minimal investment: Business Center/Lounge, Picnic/grills and Concierge.

Area Dockage Rates

The last area rate survey completed by the Town was in 2012. The table below is a recent (2016) annual rate comparison. The surveyed marinas are listed lowest monthly rate per foot to the highest. Seasonal, monthly, daily and utility rates were also collected (See Exhibit 2). All of the dockage rate categories have similar rankings and utility rates are charged via flat rate for the majority of marinas sampled (See Exhibit 3). Included in the list are two nearby dry stack marinas. These were included as they are easily able to store boats from 30’ to 40’ feet and arguably compete with Lake Park in the small slip arena.

All marinas listed have minimum charge size ranges with the exception of Lake Park and PGA/Soverel Harbor. For example, the effective annual rate per foot at the Palm Beach Docks is very high at \$51.70/ft./month for a 30' boat because its minimum charge is for 50'.

The higher priced competition also advertise the most amenities with the exception of the Palm Beach Town Docks and some charge more per foot for larger vessels. Tiered rate structures are common in the marine industry. The rationale is larger vessels are not only longer, but are wider and use more square feet than smaller and narrower vessels. Some believe larger vessels have more impact on marina property and services than smaller vessels. Tiered rates are also used to differentiate more desirable locations within a marina like floating versus fixed docks, or a parking space at one's slip. Lake Park does this by charging less for the hard to fill less desirable fixed 30' slips.

Rates also are area/location specific (mini markets). To the north, The Bluffs and Loggerhead P.B. Gardens are very close. Centrally, Riviera Beach and Lake Park are very close. To the south the Palm Beach Town Docks and Palm Harbor are very close. It is interesting to note that each marina's travel distance to Palm Beach Inlet does not seem to affect pricing much. Sailfish Marina is the closest to the Palm Beach inlet, sits in a wonderful resort setting, has a great restaurant, but its rates are in the middle. Conversely, Palm Harbor and Palm Beach Town Docks are much further south. One has an extensive amenity package while one offers the least in the area, but as stated, location and area attractions support this area's highest rates.

| | 30 | 40 | 45 | 50 | 55 | 60 | 70 | 80 | 90 |
|--|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Lake Park Harbor Marina | \$ 10.00 | \$ 17.00 | \$ 17.00 | \$ 17.00 | \$ 17.00 | \$ 17.00 | \$ 17.00 | \$ 17.00 | \$ 17.00 |
| Commercial | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 |
| New Port Cove Marine Center -30' min. | \$ 16.80 | \$ 17.00 | | | | \$ 17.42 | | | |
| Floating Docks | | \$ 18.78 | | | | | | | |
| Dry Stack - Inside | \$ 18.87 | | | | | | | | |
| Dry Stack - Outside | \$ 16.00 | | | | | | | | |
| Riviera Beach Marina -32' min. | \$ 18.88 | \$ 17.70 | \$ 17.70 | \$ 17.70 | \$ 17.70 | \$ 17.70 | \$ 17.70 | \$ 17.70 | \$ 17.70 |
| Commercial | \$ 20.48 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 |
| PGA/Soverel Harbor | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | | |
| Wharf/Linear up to 65 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 |
| Wharf/Linear over 65 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 |
| Dry Stack/In or Out | \$ 18.66 | | | | | | | | |
| Loggerhead P.B.Gardens | \$ 17.25 | \$ 20.00 | \$ 20.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 24.00 | \$ 24.00 | \$ 29.00 |
| Bluffs Marina - 50' min. | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 | \$ 22.00 |
| Sailfish Marina Quoted Rates | | | \$ 22.57 | | \$ 25.04 | | \$ 30.90 | | |
| Old Port Cove Marina - 30' min. | \$ 23.83 | | \$ 27.00 | \$ 27.00 | \$ 27.09 | \$ 27.00 | \$ 30.14 | \$ 36.50 | \$ 36.50 |
| Loggerhead Riviera Beach - Drystack | \$ 28.72 | | | | | | | | |
| North Palm Beach Marina - 40' min. | \$ 37.33 | \$ 28.00 | \$ 27.00 | \$ 27.30 | \$ 28.90 | \$ 31.33 | \$ 32.43 | \$ 35.56 | \$ 37.00 |
| Palm Harbor Marina - 50'min. | \$ 50.69 | \$ 38.02 | \$ 33.80 | \$ 30.42 | \$ 30.42 | \$ 30.42 | \$ 30.42 | \$ 30.02 | \$ 42.58 |
| P.B. Town Docks - 50' min. | \$ 51.70 | \$ 38.78 | \$ 34.47 | \$ 31.03 | \$ 31.03 | \$ 31.03 | \$ 32.85 | \$ 32.85 | \$ 34.06 |

In comparing this rate survey to the survey done in 2012, no upward movement has occurred at Riviera Beach or Loggerhead P.B. Gardens while the others have increased 4-6%.

In terms of rates, Lake Park's closest competing marina is the City of Riviera Beach. Riviera Beach Marina has been under construction for over two years. Phase I and Phase II dock construction are now complete. The upland construction is underway and will include a park, event center, restaurants and other amenities. In February of 2015 Riviera Beach issued an RFP for marina management services. The City's selection committee has scored all respondents, but has not yet awarded the contract. Once the contract is awarded and construction is complete it is expected that dockage rates will increase opening the door for others to follow. Riviera Beach's willingness to hold rates down due to its redevelopment traps its competitors from pushing rates up.

Launch Ramps

There are seven boat ramps in within the 13 mile market area. Lake Park controls one, the Village of North Palm Beach controls one and Palm Beach County controls the remaining five. Size in terms of parking capacity ranks Phil Foster as the largest at 126. It also can easily handle the very large rigs of 55' and longer. Lake Park is second with 71, but its ability to handle the large rigs is limited as confirmed by the Town's Marina Task Force findings in 2014. Jim Barry Harbor Light is third with 70 and also able to handle the large rigs. The other ramps have much smaller capacities.

Palm Beach County charges \$10.00 for a daily pass which includes launching and parking for up to 24 hours. The county also offers annual passes for \$36.00. The annual passes are stickers which are applied to the trailer. All fees are collected over the phone, on line, or with a daily parking smart phone app. See Photo 2. No attendant is on site and no cash is accepted. Enforcement is handled by P.B.S.O. The County offers overnight parking at two of their ramps, but it is limited to a 24-hour maximum.

Photo - 2



Lake Park offers free parking with a \$10.00 launch fee and overnight parking without limit for \$25.00 per night. Ramp fees are collected in cash using the honor system and overnight uses the honor system or is collected in the ship's store.

The Village of North Palm Beach is restricted to town residents. North Palm Beach charges a daily launch fee of \$10.00 and an annual fee of \$63.00. There are also long term wet slips and boat-on-trailer storage. Fees range from \$600 to \$900 per year depending on size. According to their web site, waiting lists are very long.

Strengths, Weaknesses, Opportunities, and Threats - S.W.O.T. Analysis

The S.W.O.T. analysis is a simple tool used to look at internal and external factors of a business which can help identify a possible strategy in creating a path to success. Strengths and weaknesses are internal factors while opportunities and threats are external. They are listed in order of significance - most to least.

| | |
|--|---|
| <p>Strengths:</p> <ul style="list-style-type: none"> • Quaint Attractive Facility • Ample and close to slip parking • Floating Docks • Launch Ramp • Near a safe inlet | <p>Weaknesses:</p> <ul style="list-style-type: none"> • Distance from ICW • Wave action in marina basin • Limited amenities • Abundance of small fixed pier slips • Lack of expandability |
| <p>Opportunities:</p> <ul style="list-style-type: none"> • Market differentiation • Staffed launch ramp w/sundries on site • Annual Launch ramp passes • Parking app | <p>Threats:</p> <ul style="list-style-type: none"> • Notion of Change • Market adaptability • Rate Trap • Local Discount Marine Stores • Private marina “deals” |

The elements included in the analysis are not exclusive. Others exist and their significance may be judged differently by others. A brief explanation of each is attached as Exhibit 4.

The internal strengths are items which can be managed and highlighted. For example, the well cared for landscaping, architecture and stained concrete piers make Lake Park a pretty place to be. Dramatic high resolution long-shadowed photos of these items can be used in marketing materials. The same concept applies to the internal weaknesses. The case of wave action in the marina basin is something which can managed internally with the installation of a rock revetment at the marina’s entrance.

Opportunities are external. Market differentiation: What is the competition not doing that Lake Park can do? Can the marina make money doing it? How much will it cost? Threats are also external. The Notion of change: what can be done for stakeholders to embrace changes which are needed to improve the marina’s performance? Is there a way these changes can be shown as a benefit for them?

Market Position

Since the marina was redeveloped, the area has become more competitive and the number of slips have increased. All of the marinas in the area including Lake Park, are clean, well maintained, have good service and varying amenity packages. While amenities do add value, location and surrounding activities are in command while proximity to the Palm Beach Inlet does not seem to matter much. Lake Park Marina’s occupancy steadily fell and was not competing well. Only when rates were significantly reduced to the areas lowest did occupancies rebound to where they are today. Lake Park’s customer sees price and not amenities, location, or service etc. as the reason they brought their boat here. The following are two excerpts from a well-known internet forum – The *Cruiser’s Net*

May 2010 – “Lake Park City Marina, in Lake Park Florida which is adjacent to West Palm Beach, is a low-cost alternative to the high-priced marinas just a wee bit further south down the ICW. There’s less to tour on land by foot, but if all you need is an attractive, clean, well-run marina for the night within walking distance of a Winn Dixie supermarket and a choice of an upscale restaurant and more modest but honest family-run buffet — then Lake Park is a great low-cost choice.”

January 2015 - “We’ve used Lake Park City Marina for several years and find it to be a good place to keep a boat. Their amenities are not great but the rates are better than most and they have great floating docks.”

Lake Park has become known as the least expensive which places it in a “rate trap”. By attracting the price conscious customer, the question arises, how much upward pressure in price will be tolerated before the marina loses its “good deal” reputation and occupancy drops? The answer is less than 4% on slips 40’ and up and it is not clear how much of an

increase in 30' fixed docks will be tolerated. If rates are increased more than 4%, it is likely Riviera Beach Marina will be where the price conscious boater will end up. If a 4% rate increase results in the loss of four boats, no increase in revenue attributed to the increase will result until those boats are replaced. Adjusting rates and testing loyalty is a calculated risk.

The Vision and the Path Forward

Phase I – Utility Rates

As discussed in the assessment section of this plan, the Town is losing significant bottom line performance by not recapturing electric fees. The table in that discussion shows a 54% decrease in the collection of electric fees from F/Y 2010 to F/Y 2015 even with the steep increase in occupancy. The two are tied together. Meter failures can be attributed to lack of occupancy and a lack of maintenance. Idle meters deteriorate when not used in a corrosive environment and failures do not come to light until they are needed. When the failures came to light over the years they were not fully addressed.

It is estimated there are 59 improperly functioning meters. Estimated repair costs range from \$200 to \$425 each and depends on which component has failed. The units are sealed and are not designed to be maintained or repaired. They are designed to be replaced. Questions also arise regarding the accuracy of those meters which appear to be working. Determining an accurate annual maintenance cost of a meter is a challenge because there is not reliable data to reference any kind of failure rate. That said, if one were to budget with the assumption of a failure rate of 5% of the 108 meters used, then the annual budgeted repair cost should be around \$2,300.

The chart below shows the area’s flat utility rates by marina and averages them. Water, CATV, trash disposal, oil collection and miscellaneous items like WI-FI are bundled with electric use and sold as “utilities”. These fees are derived from vessel usage histories and market surveys. The arrows show a range of vessel sizes typically serviced by a 30 amp or 50 amp outlet. Some vessels need two services.

Flat Rate based on one cord per month

| | 30 Amp | | | 50 Amp | | | | |
|-----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | 30' | 35' | 40' | 45' | 50' | 55' | 60' | 70' |
| Old Port Cove | \$ 82.50 | \$ 96.25 | \$ 110.00 | \$ 144.00 | \$ 175.00 | \$ 192.50 | \$ 390.00 | \$ 469.00 |
| New Port Cove | \$ 82.50 | \$ 96.25 | \$ 110.00 | \$ 144.00 | \$ 175.00 | \$ 192.50 | \$ 390.00 | \$ 469.00 |
| N. Palm Beach | \$ 82.50 | \$ 96.25 | \$ 110.00 | \$ 144.00 | \$ 175.00 | \$ 192.50 | \$ 390.00 | \$ 469.00 |
| Loggerhead PBG | \$ 80.00 | \$ 80.00 | \$ 80.00 | \$ 115.00 | \$ 115.00 | \$ 115.00 | \$ 115.00 | \$ 115.00 |
| Sailfish | \$ 110.00 | \$ 110.00 | \$ 110.00 | \$ 160.00 | \$ 160.00 | \$ 160.00 | \$ 160.00 | \$ 160.00 |
| Palm Harbor | \$ 125.00 | \$ 125.00 | \$ 125.00 | \$ 200.00 | \$ 200.00 | \$ 200.00 | \$ 200.00 | \$ 200.00 |
| P.B. Town Docks | N/A | N/A | N/A | \$ 171.00 | \$ 171.00 | \$ 171.00 | \$ 171.00 | \$ 171.00 |
| Area Avg. | \$ 93.75 | \$ 100.63 | \$ 107.50 | \$ 154.00 | \$ 167.29 | \$ 174.79 | \$ 259.43 | \$ 293.29 |

The chart below applies Lake Park’s utility fee to the averages above and shows what can be termed the “net potential fee” increase needed to bring Lake Park’s fee up the areas average.

| | | | | | | | | |
|-------------------|------------|------------|------------|------------|------------|------------|------------|------------|
| Area Avg. | \$ 93.75 | \$ 100.63 | \$ 107.50 | \$ 154.00 | \$ 167.29 | \$ 174.79 | \$ 259.43 | \$ 293.29 |
| Lake Park Util. | \$ (30.00) | \$ (30.00) | \$ (30.00) | \$ (30.00) | \$ (30.00) | \$ (30.00) | \$ (30.00) | \$ (30.00) |
| Net potential fee | \$ 63.75 | \$ 70.63 | \$ 77.50 | \$ 124.00 | \$ 137.29 | \$ 144.79 | \$ 229.43 | \$ 263.29 |

Before adopting utility rates similar to the “net potential fee”, the total monthly out-of-pocket costs associated with storing a boat in a marina must be compared. Would simply adopting the net potential fee change Lake Park’s market position as the least expensive and risk losing tenants to the competition? In this case it would.

The following chart shows how adjusting the “net potential fee” to a monthly flat electric fee \$40 for a 30 amp service and \$80 for a 50 amp service would have on the total tenant out-of-pocket costs. The tested rate maintains Lake Park’s current market position as being the area’s least expensive.

| Annual rate est. monthly costs | | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 |
|--------------------------------|---------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Lake Park | Dockage | \$ 300.00 | \$ 595.00 | \$ 680.00 | \$ 765.00 | \$ 850.00 | \$ 935.00 | \$ 1,020.00 | \$ 1,105.00 | \$ 1,190.00 |
| | Utilities | \$ 30.00 | \$ 30.00 | \$ 30.00 | \$ 30.00 | \$ 30.00 | \$ 30.00 | \$ 30.00 | \$ 30.00 | \$ 30.00 |
| | Electric | \$ 40.00 | \$ 40.00 | \$ 40.00 | \$ 80.00 | \$ 80.00 | \$ 80.00 | \$ 80.00 | \$ 80.00 | \$ 80.00 |
| | Tax | \$ 19.80 | \$ 37.50 | \$ 42.60 | \$ 47.70 | \$ 52.80 | \$ 57.90 | \$ 63.00 | \$ 68.10 | \$ 73.20 |
| | Total | \$ 389.80 | \$ 702.50 | \$ 792.60 | \$ 922.70 | \$ 1,012.80 | \$ 1,102.90 | \$ 1,193.00 | \$ 1,283.10 | \$ 1,373.20 |
| New Port Cove | Dockage | \$ 504.00 | \$ 588.00 | \$ 680.00 | \$ 775.00 | \$ 850.00 | \$ 935.00 | \$ 1,045.00 | | |
| | Utilities | \$ 82.50 | \$ 96.25 | \$ 110.00 | \$ 144.00 | \$ 144.00 | \$ 144.00 | \$ 390.00 | | |
| | Tax | \$ 35.19 | \$ 41.06 | \$ 47.40 | \$ 55.14 | \$ 59.64 | \$ 64.74 | \$ 86.10 | \$ - | \$ - |
| | Total | \$ 621.69 | \$ 725.31 | \$ 837.40 | \$ 974.14 | \$ 1,053.64 | \$ 1,143.74 | \$ 1,521.10 | \$ - | \$ - |
| Riviera Beach | Dockage | \$ 566.40 | \$ 619.50 | \$ 708.00 | \$ 796.50 | \$ 885.00 | \$ 973.50 | \$ 1,062.00 | \$ 1,150.50 | \$ 1,239.00 |
| | Utilities | \$ 40.00 | \$ 40.00 | \$ 40.00 | \$ 40.00 | \$ 40.00 | \$ 40.00 | \$ 65.00 | \$ 65.00 | \$ 65.00 |
| W/ Lake Park’s Est. Elec. | | \$ 40.00 | \$ 40.00 | \$ 40.00 | \$ 40.00 | \$ 80.00 | \$ 80.00 | \$ 80.00 | \$ 80.00 | \$ 80.00 |
| | Tax | \$ 36.38 | \$ 39.57 | \$ 44.88 | \$ 50.19 | \$ 55.50 | \$ 60.81 | \$ 67.62 | \$ 72.93 | \$ 78.24 |
| | Total | \$ 682.78 | \$ 739.07 | \$ 832.88 | \$ 926.69 | \$ 1,060.50 | \$ 1,154.31 | \$ 1,274.62 | \$ 1,368.43 | \$ 1,462.24 |
| Loggerhead | Dockage | \$ 517.50 | \$ 603.75 | \$ 800.00 | \$ 900.00 | \$ 1,100.00 | \$ 1,210.00 | \$ 1,320.00 | \$ 1,430.00 | \$ 1,680.00 |
| | Utilities | \$ 80.00 | \$ 80.00 | \$ 80.00 | \$ 115.00 | \$ 115.00 | \$ 115.00 | \$ 115.00 | \$ 115.00 | \$ 115.00 |
| | Tax | \$ 35.85 | \$ 41.03 | \$ 52.80 | \$ 60.90 | \$ 72.90 | \$ 79.50 | \$ 86.10 | \$ 92.70 | \$ 107.70 |
| | Total | \$ 633.35 | \$ 724.78 | \$ 932.80 | \$ 1,075.90 | \$ 1,287.90 | \$ 1,404.50 | \$ 1,521.10 | \$ 1,637.70 | \$ 1,902.70 |
| Saifish Marina | Dockage | | | | \$ 1,015.65 | | \$ 1,377.20 | | | \$ 2,163.00 |
| | Utilities | | | | \$ 160.00 | | \$ 160.00 | | | \$ 160.00 |
| | Tax | \$ - | \$ - | \$ - | \$ 70.54 | \$ - | \$ 92.23 | \$ - | \$ - | \$ 139.38 |
| | Total | \$ - | \$ - | \$ - | \$ 1,246.19 | \$ - | \$ 1,629.43 | \$ - | \$ - | \$ 2,462.38 |
| Old Port Cove | Dockage | \$ 715.00 | \$ 945.00 | \$ 1,215.00 | \$ 1,215.00 | \$ 1,350.00 | \$ 1,490.00 | \$ 1,620.00 | \$ 1,960.00 | \$ 2,110.00 |
| | Utilities | \$ 82.50 | \$ 96.25 | \$ 110.00 | \$ 144.00 | \$ 175.00 | \$ 192.50 | \$ 390.00 | \$ 422.50 | \$ 469.00 |
| | Tax | \$ 47.85 | \$ 62.48 | \$ 79.50 | \$ 81.54 | \$ 91.50 | \$ 100.95 | \$ 120.60 | \$ 142.95 | \$ 154.74 |
| | Total | \$ 845.35 | \$ 1,103.73 | \$ 1,404.50 | \$ 1,440.54 | \$ 1,616.50 | \$ 1,783.45 | \$ 2,130.60 | \$ 2,525.45 | \$ 2,733.74 |
| North Palm Beach | Dockage | \$ 1,120.00 | \$ 1,120.00 | \$ 1,120.00 | \$ 1,215.00 | \$ 1,365.00 | \$ 1,590.00 | \$ 1,880.00 | \$ 2,075.00 | \$ 2,270.00 |
| | Utilities | \$ 82.50 | \$ 96.25 | \$ 110.00 | \$ 144.00 | \$ 175.00 | \$ 192.50 | \$ 390.00 | \$ 422.50 | \$ 469.00 |
| | Tax | \$ 72.15 | \$ 72.98 | \$ 73.80 | \$ 81.54 | \$ 92.40 | \$ 106.95 | \$ 136.20 | \$ 149.85 | \$ 164.34 |
| | Total | \$ 1,274.65 | \$ 1,289.23 | \$ 1,303.80 | \$ 1,440.54 | \$ 1,632.40 | \$ 1,889.45 | \$ 2,406.20 | \$ 2,647.35 | \$ 2,903.34 |
| Palm Harbor | Dockage | \$ 1,520.00 | \$ 1,520.00 | \$ 1,520.00 | \$ 1,520.00 | \$ 1,520.00 | \$ 1,672.00 | \$ 1,825.00 | \$ 2,471.00 | \$ 2,661.00 |
| | Utilities | \$ 125.00 | \$ 125.00 | \$ 125.00 | \$ 200.00 | \$ 200.00 | \$ 200.00 | \$ 200.00 | \$ 200.00 | \$ 200.00 |
| | Tax | \$ 98.70 | \$ 98.70 | \$ 98.70 | \$ 103.20 | \$ 103.20 | \$ 112.32 | \$ 121.50 | \$ 160.26 | \$ 171.66 |
| | Total | \$ 1,743.70 | \$ 1,743.70 | \$ 1,743.70 | \$ 1,823.20 | \$ 1,823.20 | \$ 1,984.32 | \$ 2,146.50 | \$ 2,831.26 | \$ 3,032.66 |
| P. B. Town Docks | Dockage | \$ 1,551.00 | \$ 1,551.00 | \$ 1,551.00 | \$ 1,551.00 | \$ 1,551.00 | \$ 1,706.00 | \$ 1,945.00 | \$ 2,017.00 | \$ 2,300.00 |
| | Utilities incl. w/dockage | | | | | | | | | |
| | Tax | \$ 93.06 | \$ 93.06 | \$ 93.06 | \$ 93.06 | \$ 93.06 | \$ 102.36 | \$ 116.70 | \$ 121.02 | \$ 138.00 |
| | Total | \$ 1,644.06 | \$ 1,644.06 | \$ 1,644.06 | \$ 1,644.06 | \$ 1,644.06 | \$ 1,808.36 | \$ 2,061.70 | \$ 2,138.02 | \$ 2,438.00 |

The City of Riviera Beach charges a utility rate and meters electric. For this chart the same flat rate applied to Lake Park was applied to them.

On December 16, 2015 a sample pool of 97 vessel’s electrical connections was inventoried. This equates to an occupancy rate of 90%. These were annual or long term tenants who are subject to monthly metered electric fees. The tested electric fees used in the chart above were applied to the actual inventory results. Assuming the occupancy rate remains constant, the potential annual revenue for electric is estimated at \$50,000. At an annualized occupancy rate of 94% the total metered electric fees collected in F/Y 2015 were \$9,603 to a budgeted target of \$15,000.

By shifting to a flat rate system, many variables inherent to a metered system are eliminated namely: failing meters, human error and dishonesty. In metered rate settings, boaters have been known to plug into a neighboring electrical service pedestals with the aim of deceiving the marina. The question of “fairness” is sure to be asked, however when looking at the going market rates for utilities, the suggested fees are reasonable, below market and Lake Park remains at the bottom of boater “out of pocket costs”. Metered electric is inconsistent and problematic. Our competitors know

this. It is recommended Lake Park forego a metered system and incorporate a flat rate bundled utility fee. See the recommended fee schedule. Exhibit - 5

Launch Fees

The current daily launch fees at Lake Park are the same as all area ramps. Lake Park's ramp is unique in three ways. Lake Park offers staffed ramps and unlimited overnight parking, but does not offer an annual fee. It is recommended to adopt an annual fee in line with the recommendations of the Marina Task of \$50.00/year and to incorporate the Park mobile system eliminating cash transactions at the ramp. A representative of Palm Beach County explained that Ramp revenues actually decreased 20% with the annual implementation due soft enforcement and the frequent user taking advantage of the pass. The County expects it to improve in 2017 as they improve their facilities and the word gets out.

Phase II - Marketing

Focusing internally to improve Lake Park's business practices, levels of service and amenities, etc. will certainly improve the marina's ability to attract and retain customers. That said, it needs to be kept in mind competitors are doing the same thing every day in a very large and competitive setting in an effort to set themselves apart. The private sector also can adapt to market changes much faster than the public sector.

Marketing programs should focus on the marina's most significant strength and develop it: A quaint and attractive facility. Programs can further that idea by adding "with excellent local tastes within walking distance" and highlight Town businesses like the Pelican Café and Southern Kitchen. Materials should not be generic aerial photographs, but surface level photos which show lots of boats, the beautiful landscaping, architecture and intra-coastal views. Active boaters at the marina or a person fishing on the pier can be shown. The Marina should partner and market with our commercial tenants such as Mad Son fishing charters and Jim Abernathy's Scuba Adventures. Park Avenue could be connected to the marina by partnering with local Uber drivers. These ideas show activities and attraction which will be perceived as amenities. There are many opportunities to better sell the marina. See Exhibit 6.

Boater guides are expensive and effective. Boaters do not throw them away and use them year after year. Boater's guides are incorporating the internet and apps which are proving to be a powerful tools. The marina's website should be improved to include the above concepts and linked to our local partner's web sites.

Amenities which add value and convenience such as expanded pump out capabilities should be included in the existing package. Better shading for the patio in front of the ships store creates a place to congregate. Charcoal grills placed in convenient locations around the marina will add value to those who spend the night. The second floor should be converted to a lounge/business center offering a place to sit still, stretch out, use the computer or watch the news.

Phase III – Capital initiatives

In any marina, the largest contributors to net operating income are rental fees. Marina expansion projects usually center on increasing rental space by adding commercial lease space, more slips or increasing the number of billable feet by reconfiguring existing slip layouts. Lake Park cannot expand nor can it reconfigure its slip layout in any traditional way. Creating expanded lease space for a restaurant was tried and abandoned.

The recommendations in this plan aim to expand rental opportunities for Lake Park in nontraditional, but proven ways by transforming underperforming areas and increasing rental opportunities. The plan requires minimal capital costs when measured against return. If done properly, bottom line performance will increase dramatically.

With price as its primary draw, continuing to compete in the largest slip mix arena within a 13 mile area is a challenge and will continue to be a challenge. Even with the high occupancies the marina is experiencing now with its current rate structures, net margins are minimal after debt leaving nothing for the town. An unexpected repair or equipment failure easily erases successes. Simply raising rates, improving services, adding amenities and changing existing operational practices is not the answer. More needs to be done. Lake Park should seek to find a niche and differentiate itself by offering a product and or service which is not offered by any of its competitors in the market place and may be difficult

for them to do so. Two opportunities exist which will meet that need in two underperforming areas of the Marina: The Launch Ramp and 30' fixed pier slips. Each offer increased rental fee opportunities with reasonable payback periods and increased ancillary income opportunities for existing services. A wise man once said, *"No dollar falls cleaner to the bottom line than rent."*

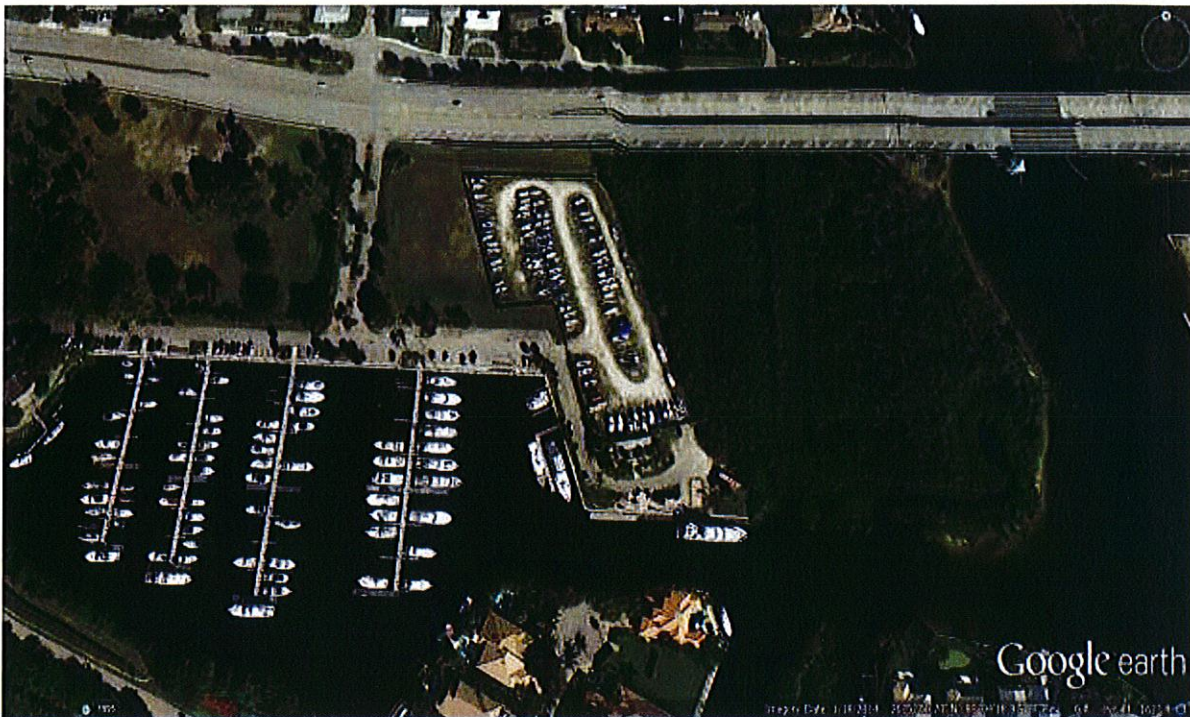
The Launch Ramp

Trailing a boat to the ramp is inconvenient, time consuming and many times problematic. Most trailered boats are kept at home while some who own boats on trailers choose not to keep them at home or cannot due to association rules, space or local codes. In either case, neither have opted to store their boat at a wet or dry storage marina. In photo 3, there are 24 boats stored at a public storage facility in Riviera Beach. Photo 4 shows another site in Palm Beach Gardens where one of our competitors provided needed storage and charged \$150 per boat per month. There are 84 monthly tenants shown. Loggerhead no longer provides this service as condominiums are now being constructed on this site. This type of boating is a logistical challenge and can be discouraging.

Photo -3



Photo-4



There is an excellent opportunity to increase ramp use and provide a unique and needed service to boaters who trailer.

At Lake Park Marina there are 71 trailer parking spaces and two ramps. Ramp use is calculated based on fees collected to average an estimated at 3100 launches per year and 688 overnights per year. The average total receipts for combined ramp use over the last six years were just under \$49,000 with a high of \$54,000. This equates to per space revenue of \$685 per year or \$57 per month. Offering boat and trailer storage will increase bottom line income to the marina.

The table below shows the income potential of converting 33 of the existing lower lot parking space inventory into monthly rental spaces. The Village of North Palm Beach offers this service at their ramp, but only to Village residents for a nominal fee as previously mentioned.

| Month | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |
|-----------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|---------------|
| Occupancy % | 0% | 6% | 15% | 21% | 27% | 36% | 45% | 58% | 45% | 82% | 88% | 94% |
| Total # of trailer spaces | 71 | 71 | 71 | 71 | 71 | 71 | 71 | 71 | 71 | 71 | 71 | 71 |
| Designated Monthly Spaces | 33 | 0 | 2 | 5 | 7 | 9 | 12 | 15 | 19 | 23 | 27 | 31 |
| Open Spaces | 38 | 71 | 69 | 66 | 64 | 62 | 59 | 56 | 52 | 48 | 44 | 40 |
| Monthly Revenue @ 200/space | | | | | | | | | | | | |
| Designated Monthly Spaces | \$ - | \$ 400.00 | \$ 1,000.00 | \$ 1,400.00 | \$ 1,800.00 | \$ 2,400.00 | \$ 3,000.00 | \$ 3,800.00 | \$ 4,600.00 | \$ 5,400.00 | \$ 5,800.00 | \$ 6,200.00 |
| Open Spaces @ \$57/month | \$ 4,047.00 | \$ 3,933.00 | \$ 3,762.00 | \$ 3,648.00 | \$ 3,534.00 | \$ 3,363.00 | \$ 3,192.00 | \$ 2,964.00 | \$ 2,736.00 | \$ 2,508.00 | \$ 2,394.00 | \$ 2,280.00 |
| Total Monthly revenue | \$ 4,047.00 | \$ 4,333.00 | \$ 4,762.00 | \$ 5,048.00 | \$ 5,334.00 | \$ 5,763.00 | \$ 6,192.00 | \$ 6,764.00 | \$ 7,336.00 | \$ 7,908.00 | \$ 8,194.00 | \$ 8,480.00 |
| Total Annual Revenue | \$ 48,564.00 | \$ 51,996.00 | \$ 57,144.00 | \$ 60,576.00 | \$ 64,008.00 | \$ 69,156.00 | \$ 74,304.00 | \$ 81,168.00 | \$ 88,032.00 | \$ 94,896.00 | \$ 98,328.00 | \$ 101,760.00 |

Critical to the success of this service are fresh water, electrical access and security. Potential customers need to wash their boats, flush their engines, and on occasion run a battery charger or buffer. Including these services and its proximity to Palm Beach Inlet will set Lake Park far above the places depicted above. These utilities already exist in the form of irrigation and street lighting. Each can be retrofitted or tapped to supply what exists now and the needed boater services. It is recommended to provide 10 stations which would serve 31 storage spaces and cost an estimated \$10,000.

There is already a roving night time security guard service in place at the marina and ramp area. The center of their operations has been the marina office building and rounds are made on a golf cart. That activity can be shifted to the ramp area increasing security's visibility there and without changing the services already provided marina wide. Tenants will be required to sign a lease/dockage agreement and be responsible to secure their own boat and trailer.

Marketing the program will utilize the marina's website, popular boating forums such as "The Hull Truth" and "Florida Sportsman", free boating publications/flyers at marine retail stores and direct marketing to current ramp users by staff and signage. The concept will sell itself once observed by boaters using the ramp. It is projected occupancy will reach 94% in 12 months. Ancillary income from these tenants include fuel, bait and ice.

30' Fixed Piers

Outboard engines are increasing in popularity, efficiency and horsepower. Manufacturers are meeting market demand for larger outboard powered boats from 30' to over 50'. These boats require two to four engines to properly power them. Dry stack marinas are expensive and in some cases unable to store many boats because of length or configuration. Many boat owners are not satisfied with dry stacks due to limited accessibility, limited storage capacity, limited after hours in water storage, dirt and the potential for damage. In water storage for outboard powered boats is problematic and not preferred by most due to increased maintenance and accelerated depreciation.

Lake Park Harbor's hard-to-fill fixed 30' slips offer the potential to change how they are used and to provide a significant net increase in the revenues currently generated by them. The same potential exists for 40' fixed docks. Installing boat lifts capable of lifting these boats will attract a customer who is looking for dry storage with no restrictions on size, configuration or hours of operation. In slip lifts offer electric and water services where a dry stack cannot. The target slip offer parking at each slip. Boat lifts are inexpensive to maintain. They will provide ancillary income to the marina by driving fuel, bait and ice sales. Retail in slip lifts are unique to Lake Park Harbor's 13 mile market area.

The following photos are of three different marinas north of Jupiter Inlet which have retrofitted their small fixed underutilized dock facilities to meet this market. All three are sold out at a minimum annual rate of \$800 per month. All three sites are in close proximity to the Jupiter inlet and interestingly, all three sites are within two miles of Jupiter Pointe Marina. Jupiter Pointe is a very large dry stack facility with over 700 storage spaces capable of storing the size ranges mentioned above. Amenities include a restaurant, boat club, and hurricane safe buildings.

Most of the boats shown these photos are set up for serious fishing. Inlet proximity to this customer is very important and Lake Park is less than 2 miles from Palm Beach Inlet.

Photo 5: Black Pearl Marina / North Side – Jupiter - 30 slips – Sold Out



Photo 6: Black Pearl Marina / South Side



Photo - 7: Jupiter inlet Beach Club (JIB Club) – Jupiter - 11 slips – Sold Out



Photo- 8: Jupiter inlet Beach Club (JIB Club)



Photo - 9: Blowing Rocks Marina / South Side – Jupiter- 9 slips – Sold Out



Photo - 10: Blowing Rocks Marina North side



A turnkey estimate for a 16,000 pound capacity boat lift is \$18,000 including permits and electrical hook up. The chart below shows the expected net revenues generated by five boat lifts installed in the southern most section of E-Dock next to the launch ramp without grant assistance.

| Month | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | Total W/Lift | Total W/out | Annual Revenue Net Increase | |
|----------------------------------|---------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------|----------------|-----------------------------------|--------------|
| Lifts Occupied (of 5) | 0% | 20% | 40% | 40% | 60% | 60% | 80% | 100% | 100% | 100% | 100% | 100% | | | | |
| Revenue projection @ \$800/month | | | | | | | | | | | | | | | | |
| Year 1 | \$ (1,500.00) | \$ (700.00) | \$ 100.00 | \$ 100.00 | \$ 1,800.00 | \$ 1,800.00 | \$ 2,900.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 24,500.00 | \$ 18,000.00 | \$ 6,500.00 | |
| Year 2 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 48,000.00 | \$ 18,000.00 | \$ 30,000.00 | |
| Year 3 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 48,000.00 | \$ 18,000.00 | \$ 30,000.00 | |
| Year 4 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 4,000.00 | \$ 48,000.00 | \$ 18,000.00 | \$ 30,000.00 | |
| | | | | | | | | | | | | | Total | \$ 168,500.00 | \$ 72,000.00 | \$ 96,500.00 |

The Florida Inland Navigation District has indicated the project is eligible for 50% funding assistance under the Waterways Assistance Program however, there is a requirement which may or may not discourage seeking grant assistance:

Rule 66B-2.004(11), Fees. Any public project eligible for District program funds that charges a fee or will charge a fee must create and maintain an enterprise fund for the public project that shall plan for and retain at all times sufficient funds for the on-going maintenance of the facility during its project life. Accounting records of the previous five years of the public project's enterprise fund will be submitted as part of any subsequent assistance program application to the District.

The term of the grant is 25 years. A separate annual boat lift maintenance line item/sinking fund of \$1,000 could be created to easily meet this grant requirement. Payback applying only the net proceeds without grant assistance is about four years and with grant assistance would be about 2.5 years.

If the Town can tolerate a Grant match in the amount of \$90,000, it is recommended to install 10 boat lifts.

Recommendations (Immediate):

1. Using market data, convert electric fees/billing from a metered system to a flat rate system. Blend with current utility fee.
2. Maintain current slip rental rate structure for the present time.
3. Add winter seasonal rate.
4. Change current practice with regard to early lease termination.
5. Charge based on vessel length over all (L.O.A.).
6. For long term contracts, Annual and Seasonal, charge for vessel length or slip length – whichever is longer. For short term contracts, charge for L.O.A. if necessary.
7. Pursue development of park mobile app /annual ramp pass system.
8. Amend current dockage agreement.
9. Liquidate old store items – restock.
10. Begin "Attractive and Quaint" campaign.

Mid Term - 6 months

1. Begin implementing the lease of monthly trailer parking spaces – utilities installation
2. Begin implementing the installation of boat lifts on E dock. Determine match source(s), permitting, application for grant funding.
3. Begin Phase I rock revetment activities – design and permitting, grant opportunities.

4. Add amenities
5. Explore rate increase for E dock – end \$300/month rate

Long Term – 1 year

1. Market Survey – Rates
2. Examine rate sensitivity
3. Apply for assistance grants for in slip lifts construction : January – March 2017

Conclusion:

Defining the marina as “quaint attractive and local” is a starting point to separating Lake Park from its competitors internally and can start immediately. Incorporating the “expansion” concepts discussed will further that effort and insulate the marina from falling into the red due to tough economic times or costly repairs and maintenance items. Both concepts offer rental income, increases in ancillary income and minimal capital outlay with excellent returns. The timeline to implementation is short and benefits can be realized quickly.

Exhibit - 1
Area Slip Inventory

Exhibit 1 - Observed Area Slip Inventory

| Slip Site | 20 | 25 | 30 | 35 | 40 | 45 | 50 | 55 | 60 | 65 | 70 | 75 | 80 | 85 | 90 | 95 | 100 | 105 | 110 | 115 | 120 | 125 | 130 | 140 | 150 | 170 | 190 |
|------------------------------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|-----|-----|------------|------------|------------|------------|-----|--------------|-----|-----|-----|
| 95 Buji's Marina | | | | | 10 | 54 | 6 | 13 | | | | | 8 | | | | | | | | | | | 300 marginal | | | |
| 129 Loggetend Marina - P.S.G | | | 32 | | 29 | 18 | | 4 | 14 | | | 11 | | | | | 2 | | | | | | | | | | |
| 188 P&J Sverre Harbor | | | | | | 35 | | 40 | 17 | | | 9 | 11 | | | | | | | | | | | | | | |
| 105 North Palm Beach Marina | | | | | | 6 | 56 | | 24 | 4 | 8 | | 2 | | 4 | | | | 1 (T-head) | | 1 (T-head) | | | | | | |
| 144 Old Port Cove South | | | | | | 32 | 49 | 14 | 12 | 2 | | | | | | | 4 | | 3 | 2 | 2 | 4 | 3 | 1 | 1 | 1 | 1 |
| 62 Old Port Cove North | | | 12 | | | | 3 | | 3 | | 16 | | 6 | | | | 2 | 2 | 3 | 1 | 1 | 2 | 3 | | 2 | | |
| 108 Lake Park Harbor | | | 42 | | 30 | 10 | 8 | | 18 | | | | | | | | | | | | | | | | | | |
| 111 Riber Beach Marina | | | | | 39 | | 50 | 12 | 10 | | | | | | | | | | | | | | | | | | |
| 56 Camanoport Marina | 1 | 1 | 2 | 2 | | 12 | | | 17 | 7 | 4 | | | | | | | | | 1 (T-head) | | 1 (T-head) | | | | | |
| 86 Solfish Marina | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Ortner Dock | | | | | | 2 | | 12 | 5 | 3 | 2 | 8 | 3 | | | | | | | | | | | | | | |
| 200 Palm Harbor Marina | | | | | | | | 16 | 1 | 3 | | | | | | | | | | | | | | | | | |

** Advertised slip inventories do not account for T-Dock Usage - Counts may differ from observed inventory

120 37 148 173 275 146 161 103 40 11 8 0 4 0 6 2 6 1 4 4 7 3 3 1 1 1

1183

1284

Exhibit -2

Table 1
Seasonal Rates

| Seasonal | Slip Size | 30 | 40 | 45 | 50 | 55 | 60 | 70 | 80 | 90 |
|---|-----------------------|----------------|----------|----------|----------|----------|----------|----------|----------|----------|
| <i>Bluffs Marina - 50' min.</i> | | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 |
| <i>Loggerhead P.B.Gardens</i> | | \$ 21.00 | \$ 24.00 | \$ 24.00 | \$ 27.00 | \$ 27.00 | \$ 27.00 | \$ 28.00 | \$ 28.00 | \$ 33.00 |
| <i>PGA/Soverel Harbor</i> | | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 |
| | Wharf/Linear up to 65 | | | | | | | | | |
| | Wharf/Linear over 65 | | | | | | | | | |
| | Dry Stack/In or Out | | | | | | | | | |
| <i>North Palm Beach Marina - 45'min.</i> | | | \$ 39.63 | \$ 39.56 | \$ 39.60 | \$ 39.54 | \$ 39.58 | \$ 44.14 | \$ 53.25 | \$ 53.22 |
| | | \$ 36.83 | | \$ 41.56 | \$ 41.60 | \$ 41.54 | \$ 41.58 | \$ 46.36 | \$ 55.94 | \$ 55.89 |
| <i>Old Port Cove Marina - 30' min</i> | | \$ 20.83 | \$ 21.00 | | | | \$ 21.35 | | | |
| <i>New Port Cove Marine Center - 30' min.</i> | | \$ 23.25 | | | | | | | | |
| | Floating Docks | \$ 22.53 | | | | | | | | |
| | Dry Stack - Inside | \$ 18.50 | | | | | | | | |
| | Dry Stack - Outside | | | | | | | | | |
| <i>Loggerhead Riviera Beach - Drystack</i> | | \$ 28.72 | | | | | | | | |
| <i>Riviera Beach Marina - 32' min.</i> | | \$ 26.13 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 |
| | Commercial | | | | | | | | | |
| <i>Cannon Sport</i> | | Non Responsive | | | | | | | | |
| <i>Sailfish Marina</i> | Quoted Rates | | | \$ 34.51 | | \$ 40.81 | | \$ 56.57 | | |
| | Commercial | | | | | | | | | |
| <i>Palm Harbor Marina -50' min.</i> | | \$ 83.00 | \$ 62.25 | \$ 55.33 | \$ 49.80 | \$ 50.07 | \$ 49.80 | \$ 53.54 | \$ 53.10 | \$ 55.21 |
| <i>P.B. Town Docks -50'</i> | | | | | | | | | | |
| <i>Lake Park Harbor Marina</i> | | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 |
| | Commercial | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 | \$ 20.00 |

Exhibit - 2

Table 2

Winter Monthly Rates

| <i>Winter Monthly</i> | | | | | | | | | | |
|---|---------------------|----------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| <i>Slip Size</i> | | 30 | 40 | 45 | 50 | 55 | 60 | 70 | 80 | 90 |
| <i>Bluffs Marina - 50' min.</i> | | \$ 26.00 | \$ 26.00 | \$ 26.00 | \$ 26.00 | \$ 26.00 | \$ 26.00 | \$ 26.00 | \$ 26.00 | \$ 26.00 |
| <i>Loggerhead P.B.Gardens</i> | | \$ 24.50 | \$ 27.00 | \$ 27.00 | \$ 30.00 | \$ 30.00 | \$ 30.00 | \$ 32.00 | \$ 32.00 | \$ 37.00 |
| <i>PGA/Soverel Harbor</i> | | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 |
| <i>Wharf/Linear up to 65</i> | | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 | \$ 25.00 |
| <i>Wharf/Linear over 65</i> | | \$ 29.00 | \$ 29.00 | \$ 29.00 | \$ 29.00 | \$ 29.00 | \$ 29.00 | \$ 29.00 | \$ 29.00 | \$ 29.00 |
| <i>Dry Stack/In or Out</i> | | \$ 23.67 | | | | | | | | |
| <i>North Palm Beach Marina - 45' min.</i> | | | \$ 45.63 | \$ 45.56 | \$ 45.60 | \$ 45.54 | \$ 45.58 | \$ 50.79 | \$ 61.25 | \$ 61.22 |
| <i>Old Port Cove Marina - 30' min.</i> | | \$ 42.50 | | \$ 47.77 | \$ 46.58 | \$ 47.81 | \$ 47.83 | \$ 53.36 | \$ 64.38 | \$ 64.27 |
| <i>New Port Cove Marine Center - 30' min.</i> | | \$ 24.67 | \$ 24.88 | \$ 25.22 | | | \$ 25.50 | | | |
| <i>Floating Docks</i> | | | \$ 27.30 | | | | | | | |
| <i>Dry Stack - Inside</i> | | | | | | | | | | |
| <i>Dry Stack - Outside</i> | | \$ 28.72 | | | | | | | | |
| <i>Loggerhead Riviera Beach - Drystack</i> | | \$ 26.13 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 | \$ 24.50 |
| <i>Riviera Beach Marina -32' min.</i> | | \$ 20.48 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 | \$ 19.20 |
| <i>Commercial</i> | | | | | | | | | | |
| <i>Cannon Sport</i> | | Non responsive | | | | | | | | |
| <i>Sailfish Marina</i> | <i>Quoted Rates</i> | | | \$ 42.40 | | \$ 48.18 | | \$ 58.30 | | |
| <i>Commercial</i> | | | | | | | | | | |
| <i>Palm Harbor Marina - 50' min.</i> | | \$ 105.00 | \$ 78.75 | \$ 70.00 | \$ 63.00 | \$ 63.88 | \$ 63.00 | \$ 65.40 | \$ 64.50 | \$ 66.31 |
| <i>P.B. Town Docks - 50' min.</i> | | \$ 105.00 | \$ 78.75 | \$ 70.00 | \$ 63.00 | \$ 63.88 | \$ 63.00 | \$ 73.71 | \$ 64.50 | \$ 73.68 |
| <i>Lake Park Harbor Marina</i> | | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 |
| <i>Commercial</i> | | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 | \$ 24.00 |

Exhibit - 2

Table 3

Daily/Transient Rates

| Daily/Transient - per foot per day Slip Size | 30 | 40 | 45 | 50 | 55 | 60 | 70 | 80 | 90 |
|--|----------------|---------|---------|---------|---------|---------|---------|---------|---------|
| <i>Bluffs Marina</i> | Non Responsive | | | | | | | | |
| <i>Loggerhead P.B.Gardens</i> | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 |
| <i>PGA/Soverel Harbor</i> | Not Responsive | | | | | | | | |
| <i>North Palm Beach Marina</i> | Not Published | | | | | | | | |
| <i>Old Port Cove Marina</i> | Not Published | | | | | | | | |
| <i>New Port Cove Marine Center - 30' min.</i> | \$ 1.75 | \$ 1.75 | \$ 1.75 | \$ 1.75 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 |
| <i>Loggerhead Riviera Beach - Drystack</i> | N/A | | | | | | | | |
| <i>Riviera Beach Marina -32' min. Commercial</i> | \$ 1.75 | \$ 1.75 | \$ 1.75 | \$ 1.75 | \$ 1.75 | \$ 1.75 | \$ 1.75 | \$ 1.75 | \$ 1.75 |
| <i>Cannon Sport</i> | Non Responsive | | | | | | | | |
| <i>Sailfish Marina 30' min. Commercial</i> | \$ 2.25 | \$ 2.75 | \$ 2.75 | \$ 2.75 | \$ 2.75 | \$ 2.75 | \$ 2.75 | \$ 3.25 | \$ 3.25 |
| <i>Palm Harbor Marina 50' min.</i> | \$ 4.75 | \$ 3.56 | \$ 3.17 | \$ 2.85 | \$ 2.85 | \$ 2.85 | \$ 3.10 | \$ 3.10 | \$ 3.10 |
| <i>P.B. Town Docks - 50' min.</i> | \$ 5.08 | \$ 3.81 | \$ 3.39 | \$ 3.05 | \$ 3.05 | \$ 3.05 | \$ 3.51 | \$ 3.07 | \$ 3.54 |
| <i>Lake Park Harbor Marina Commercial</i> | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 | \$ 2.00 |

Exhibit-3
Utility Rates

| | | | | | |
|---|--|----------------|--------|----|-----------|
| Utilities | | | | | |
| Bluffs Marina | | | | | |
| Metered and billed through FPL | | | | | |
| Loggerhead P.B.Gardens | | | | | |
| | Minimum Utility rate/month | \$ | 75.00 | | |
| | 30 amp per month/cord | \$ | 80.00 | | |
| | 50 Amp/month/cord | \$ | 115.00 | | |
| | 100 Amp/metered | | | | |
| | Transient/Daily | | | | |
| | 30 amp | \$ | 10.00 | | |
| | 50 amp | \$ | 13.00 | | |
| Sailfish Marina | | | | | |
| | Minimum | | | | |
| | 30 amp per month/cord | \$ | 110.00 | | |
| | 50 Amp/month/cord | \$ | 160.00 | | |
| | 100 Amp/month | \$ | 220.00 | | |
| | Transient/Daily | | | | |
| | 30 amp | \$ | 15.00 | | |
| | 50 amp | \$ | 17.00 | | |
| | 100 amp | \$ | 20.00 | | |
| Palm Harbor Marina | | | | | |
| | 30 amp per month/cord | \$ | 125.00 | | |
| | 50 amp per cord /month | \$ | 200.00 | | |
| | 2 x 50 amp per cord/month | \$ | 400.00 | | |
| | 100 amp Single Ph per cord/month | \$ | 700.00 | | |
| | Transient/Daily | | | | |
| | 30 amp | \$ | 15.00 | | |
| | 50 amp | \$ | 25.00 | | |
| | 2 x 50 amp | \$ | 35.00 | | |
| | 100 amp | \$ | 35.00 | | |
| Utilities | | | | | |
| P.B. Town Docks | | | | | |
| | 100 Amps included in Dockage | | | | |
| | Additional 100 Amp Single PH /ft/day | \$ | 0.25 | | |
| | Additional 100 Amp 3-PH | \$ | 0.40 | | |
| North Palm Beach Marina + Old Port Cove Marina + New Port Cove Marine Center | | | | | |
| | Up to 40' Per ft./month | \$ | 2.75 | @ | |
| | 41' to 49' " | \$ | 3.20 | 41 | \$ 82.50 |
| | 50' to 59' " | \$ | 3.50 | 50 | \$ 131.20 |
| | 60 to 69 " | \$ | 6.50 | 60 | \$ 175.00 |
| | 70 to 79 " | \$ | 6.70 | 70 | \$ 390.00 |
| | 80 to 100 " | \$ | 6.90 | 80 | \$ 469.00 |
| | Transient/Daily | | | | \$ 552.00 |
| | See above | | | | |
| Riviera Beach Marina | | | | | |
| | Up to 60' flat utility + metered .11kwh | \$ | 40.00 | | |
| | 60' to 100' flat utility + metered .11kwh | \$ | 65.00 | | |
| | Transient/Daily | | | | |
| | 30 amp | \$ | 15.00 | | |
| | 50 amp | \$ | 19.50 | | |
| | 100amp | \$ | 30.00 | | |
| Lake Park Harbor | | | | | |
| | Flat Utility + metered .11kwh | \$ | 30.00 | | |
| | Transient/Daily | | | | |
| | 30 amp | \$ | 6.00 | | |
| | 50 amp | \$ | 8.00 | | |
| | 100amp | \$ | - | | |
| Cannon Sport | | Not responsive | | | |
| PGA/Soverel Harbor | | Not responsive | | | |

Exhibit – 4

Brief Explanation

S.W.O.T.

Strengths:

1. Quaint and attractive Facility. Lake Park Marina is a small and attractive place. It has a park like feel, attractive landscaping and ample open greenspace. It is unique in that respect and can be sold as such.
2. Ample and close parking. Parking is important to a marina tenant. In most cases, tenants are able to park near their boat. This is a desired feature.
3. Floating docks: Floating docks are preferred by most boaters. They provide consistent boarding and mooring conditions. Almost all of the newly redeveloped marinas in Lake Park's market area have installed floating dock systems.
4. Launch Ramp: The ramp is an onsite "extra" which tenants can avail themselves to. An onsite launch ramp makes Lake Park unique.
5. Near a safe inlet: Lake Park Marina is the 4th closest marina to Palm Beach inlet. Palm Beach Inlet is considered the safest in Palm Beach County while others warn of a local knowledge requirement. Our proximity to it is a strength.

Weaknesses:

1. Long distance from the Intra Coastal Waterway Channel (ICW). It is difficult to attract traffic for fuel and store sales. Boaters want convenience. Competing with facilities with fuel docks on the ICW is a challenge. Signage is difficult to place and expensive to maintain.
2. Wave action in marina basin: The basin is very susceptible to wave action from vessel traffic or weather. It can be unsafe and uncomfortable to some while aboard their vessel. The wave action also negatively effects the launch ramp. All competing marinas surveyed, are located in areas of slow speed or have enclosed basins.
3. Abundance of small fixed docks: As stated floating docks are preferred by most boaters.
4. Lack of expandability: The marina's current layout prevents expansion to add slips, or to increase billable dock space within the existing footprint. Expansion can only take place to the east. Difficult challenges exist financially and environmentally.

Opportunities:

1. Market Differentiation: Installing boat lifts in the slips which have proven to be most challenging and competitive to fill can transform them into the most desirable in the market area by adding a very unique element to the marina. Monthly Storage at launch ramp lot(s): Providing monthly boat-on-trailer storage at the ramp further differentiates Lake Park's ramp facilities from any other in Palm Beach County. Both attract fuel customers.
2. Staffed launch ramp with sundries on site: Staffed ramps are unique and create a more pleasurable trailering experience.
3. Launch ramp passes and parking app: The addition of annual ramp pass opportunities and a parking app similar to area ramps add convenience and add controls.

Threats:

1. Notion of change: Change of thinking is needed to differentiate Lake Park. Is the Marina a park or profit center?
2. Market adaptability: Ability to change quickly and decisively to market changes. "Give them what they want"
3. Rate trap: Existing customer bases potential intolerance for rate increases – Riviera Beach with vacancy and low rates.
4. Local discount marine store: An onsite store is not a large profit center, but an amenity. It cannot compete with large stores nearby like West Marine and Boat Owner's Warehouse. Inventory sits for long periods, cannot command retail prices and ties up cash.
5. Private sector marinas discount published rates.